



CONCLUSION

INTRO



Don't skimp on the Conclusion. If you have time, take a morning or afternoon and let the celebrations spill into lunchtime or after working hours. You'll probably only do one Conclusion per project, but in the case of a project that goes on for a long time (more than a year or whatever is significantly longer than your usual projects), you may want to do one or two Conclusions at major milestones or deliveries.

It's important for the team to have time to reflect, not just for the sake of getting and staying aligned, but to see how far they've come, and get a chance to enjoy their success together. But it's also about pulling out the learnings from the project so everyone can grow and develop even more.

How many times have you wished you'd documented all your hard lessons before you had to go and learn them again, the hard way?

STEPS IN THIS SESSION

Time estimated:

3–5 participants = 1 hour
(The larger the group, the more time you need for each task.)

1 Check-In

10 min. You're used to these by now. Maybe you've even started doing them as a habit! Great work. [\(86\)](#)

2 Timeline Exercise and Project Milestones

10 min. You'll map out everything important that happened, then use those events to guide a reflection on the experience each person has had. [\(87\)](#)

3 Share and Collect Feedback and Insights

10 min. Now you'll share your moments, your highlights, lowlights, triumphs and disappointments. You'll document the learnings, too. [\(90\)](#)

4 Feedback on the Project

10 min. This is a short feedback session about the project, not about individuals. [\(91\)](#)

5 Check Out and Praise

10 min. Now it's time for a feedback session that just lets you pat each other on the back repeatedly. No matter how well you've bonded, there's probably still some unspoken worry hanging around. Ease it for each other with praise feedback. [\(92\)](#)

6 Celebration

If you have time, do something social outside the office. If you don't, just celebrate with a fika or whatever beverage is appropriate for your team or company. You deserve it! [\(94\)](#)

7 Documentation

10 min. What now? Document everything and make it easy to find the insights and learnings, especially for the next project. [\(96\)](#)

1. Check-In

 **Time:** 10 min.

 **Material:** A4 papers, colourful pens

The check-in is always chance for the team to fully arrive, physically and mentally, and express their feelings and moods about the project work or the day ahead of them. For a conclusion, the check-in might be fraught. Deadlines have just been met and, try as we might to prevent and alleviate unnecessary stress, some people may feel tired or too caught up in worries about the quality of their work to really appreciate the value of what they've achieved.

What to do

- ▷ If they're not talking much, offer your own to start.
- ▷ If the team has bonded well, they may have too much to say, so try a prompt or a specific question with the group to set a theme.
- ▷ Use a timer. Add 60–90 seconds for each participant.

2. Timeline Exercise

 **Time:** 10 min.

 **Material:** A4 papers, colourful pens

Now it's time to review the whole journey, from initial contact, brief, and proposal, to whatever the team has just achieved. It's important for them to see the whole span of time, and if it's been a while, there may be things they don't remember. It's a good idea to take the time to prepare a basic sketched timeline before the workshop. The milestones aren't what's most important here. You'll use them as a basis to reflect on the work, the development of the team, and the ups and downs of the project journey. The team will use images and cut-out text to create a visual representation of the journey, as a way to aid deeper discussions about what went on, and distil the most important learnings.

Visual Journey

Don't worry about a template for this – you may need a lot of horizontal space.



What to do

- ➊ Draw a timeline on a whiteboard or on a large roll of paper, and add the major milestones. If you've prepared it in advance, give the team a few minutes to see if there's anything missing, and add it.
- ➋ Next, distribute the material. If you've brought magazines, stickers, and other craft or art supplies, make sure they're easily accessible to everyone.
- ➌ If the team is new to this, explain that they will be using visual media to represent the project experience, as a way to get deeper discussions, even
- about more difficult issues. Invite them to use humour, especially if the thing they want to represent is challenging to talk about.
- ➍ Turn on some quiet music to help aid their reflection and create an informal atmosphere in the room.
- ➎ Tell them to choose things that represent something meaningful that happened during the project. These can be highlights, lowlights, learnings, stories, surprises – anything they're reflecting on.



TRY SOME PROMPT QUESTIONS

- When did you feel especially good or bad during the project?
- Was there a point where you learned to do something new? Was it part of your development goals?
- What was it like to manage stressful moments? Do you remember a particularly difficult day?
- Who was there when you experienced a small or big triumph in the project?
- Give the team 15 minutes or so to create their personal maps using the visual aids supplied, or anything they might have brought (experienced teams might arrive prepared!)

3. Share and Collect Feedback and Insights

 **Time:** 10 min.  **Material:** A4 papers, colourful pens

Now it's time to add the items to the journey map.

What to do

- ▷ Individual members will have different quantities of stickynotes, cutouts, and illustrations. Ask them to add them to the journey map. If you have a big team, have them do this a few at a time.
- ▷ As they stick them to the timeline, the team should use the 'emotional curve', putting positive moments above a central line, and challenging or negative experiences below. Let them use their judgment about how far above or below they add their items.
- ▷ Draw a line representing the curve, and look for any patterns, especially where there are clusters of similar experiences or where interpretations of an event differ.
- ▷ Ask them to spend about 5 minutes individually documenting the learnings they can see on the journey map, or that came from their experiences.
- ▷ Take a picture of the journey map that you can send it to everyone later.

4. Feedback on the Project

 **Time:** 10 min.  **Material:** A4 papers, colourful pens

This is a feedback session for the project, not about colleagues. The point is to start preparing the ground for better projects and teamwork in the future. We call it "I Like, I Wish, What If".

What to do

- ▷ Look at the timeline and have each person take about ten minutes to write down individual thoughts that fit into each of three categories: "I like," "I wish," and "What if." As usual, one idea per stickynote.
- ▷ Add the stickynotes to the poster and cluster them, paying special attention to any duplicates. These will be part of your post-project insights.

5. Check Out and Praise

 **Time:** 10 min.

 **Material:** A4 papers, colourful pens

This is another feedback session, a short one that is aimed at giving positive praise to your colleagues. No matter how well you bonded as a team by the end, there might still be some lingering worries hanging around. As you do this exercise, think about how you can make others feel, not just good, but safe to believe that they did a good job as a member of the team. If you know a colleague is self-conscious about a skill or experience level, find a really reassuring thing to say to let them feel really seen.

Try to praise people you've praised less than others throughout the project, if you can. This is about celebrating, and also about collectively healing the small tears, bumps and cracks that happen to us along the way. Sure, if someone is a little overconfident in a skill it can be to their detriment, but there are still so many other ways to praise them that will feed all the other things they need to hear. You might even surprise them by praising something they feel they're not good at.

What to do

- Try one of the templates we've provided, or use something that works for you. Just make sure you keep it

positive and specific. Mix them up if you want, or focus on one.

LOVE BOMBING From: _____	Love Bombing template
When you _____	Wish & Star template
it makes me feel _____	Strongest Impression template
I'd like you to continue with _____	

WISH & STAR From: _____	
A star for something I liked with what you did _____	
A wish for something that you could improve _____	
STRONGEST IMPRESSION From: _____	
My current strongest impression of you upto _____	
Something I'm curious about is _____	

- You might even try kicking things off by pulling out some old praise feedback sticky notes and see if you can match them with the person they're about.

- It's likely that you know this by now, but don't be afraid of the praise. There might be people in the group who are

a little uncomfortable having people be so kind, but that's a thing we should be safe to get used to. Feeling like we're good at things helps us get better at them. We spend so much of our best years at work, this is about removing the fear from actually being there.



6. Celebrate

If you have the time to do something social outside of the office, and the team members are able and willing, it's a great idea to have an event together after all of this. You put all of that work into the project for the sake of work, but why not enjoy it personally, too? If you're on limited time, have a fika/coffee break or (depending on your team's needs and your company's alcohol policy) some bubbly to celebrate.

What to do

- ▷ You can make the celebration a surprise or allow them to vote in advance.
- ▷ Make sure you get some snacks. Check dietary requirements with the team, so everyone is included and no one is driven out of the room because you didn't know about their dangerous peanut allergy. There are some fantastic tips on inclusive event catering in the [AdaCamp Toolkit](#) ↓
- ▷ If you're planning an 'active' or out-of-office activity, make sure everyone is able to do it. Not all access needs and disabilities are visible, and people have different interests. The more casual and flexible, the better.
- ▷ Take pictures! You'll be glad you did.

7. Documentation

 **Time:** 10 min.

 Material: A4 papers, colourful pens

By now, you'll have a pile of stickynotes, some great pictures, and a head full of insights and learnings. Now what? There's no one way to do this, the most important thing is that everything the team learned is accessible to them afterward for analysis, reflection, discussion and implementation. The project conclusions will be useful when it comes to running projects, and setting up and supporting teams along the way. Try to do this within a week of the Conclusion, while things are still fresh in everyone's minds.

What to do

- ▷ Create a digital archive with the project name and date, and make sure it has a clear architecture. Name the files so it's easy to navigate.
▷ Use the template provided [link to template] to document the information, or create your own. It's hard to look at photographs of sticky notes, and besides, they're not as easily searchable.
 - ▷ Send this information to the team once you've compiled it, along with more praise (yes, more!) and invite feedback.

- Grab a post-it.
 - Write, draw or doodle your ideas.
 - Just make sure it fits on one side.
 - Leave your name and a contact number at the back.
 - Win Awesome Prizes.

